getting together a

people's yellow pages

an overground underground toward social change

GETTING TOGETHER A PEOPLE'S YELLOW PAGES:
AN OVERGROUND UNDERGROUND TOWARD SOCIAL CHANGE

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INTRODUCTION

Vocations for Social Change in Cambridge is a social change resource center for the Boston area. People come to our busy storefront office to find out about groups working in education, peace action, health, ecology and other areas. VSC is also a place to talk about work--one's hopes, fears and frustrations and ways to create work situations which are meaningful from a personal, social and political perspective.

The *People's Yellow Pages* enables us to share more widely much of the information we have collected through VSC as well as some of our thoughts on social change. It is a reflection of a community in our midst--a community of groups and individuals who are working for radical institutional change. Some are doing this by challenging existing structures and others are building alternative institutions based on more people-oriented values. These alternatives can be models of institutions we would like to find in a new society, places for us to learn less exploitative patterns and centers of support and renewal. The *People's Yellow Pages* is a concrete expression of what happens when we begin to use our own lives and the way we live them as tools for changing society.

In the *People's Yellow Pages* you will find resistance groups who actively and non-violently oppose the war in Indochina, health clinics offering free medical treatment rather than extracting high prices for it, alternative schools seeking to provide environments in which children can learn by making discoveries rather than being forced into patterns of regimented dullness, a carpentry collective willing to teach its skills to others, crafts cooperatives, tenants' organizations, liberation groups, car repair coops, ecology groups, legal aid communes and technical assistance groups. Each of these new groups is more than the specific service it offers--each is a step away from the violence and hatred, the racism and sexism and the confusion of a people whose institutions and bureaucracies are ineffective and alienating. In April 1971, the first edition of the *PYP* came out. By mid-July all 5000 copies were gone. The second edition (it is now an annual project) came out in the fall of 1971, with almost twice as many listings. 20,000 copies were printed and this has turned out to be just about the right number for us.

The response to the *Yellow Pages* has been positive and enthusiastic. Several groups have told us that they find it a valuable tool for getting in touch with other people and organizations. Several of the individuals and coops listed with skills to offer have been able to support themselves by the work that has come to them through the *PYP*. Others have told us that they have used the directory to find a tax resistance fund, a recycling center or a video coop. People from many different segments of the political spectrum have been receptive to the underlying values we are trying to convey. The search for community and the belief in taking charge of one's life have proven to be touchstones in opening up dialogues with more conservative people.

This booklet is about how we put together the Boston *PYP*, the reasons we feel it is an important project, how we gather the information, print and distribute it. We hope it will help many of you to do similar directories for your own cities or states. Although we have gone into considerable detail on how we have compiled the Boston *PYP*, we hope that you will not use this as a "Step 1, 2, 3" manual. That's the kind of programming we've been over-exposed to in school. We would like you to be able to use our experience as a springboard for ideas for your own directory. We will pass on some hints which we have learned in putting out the Boston directory which might make some of the process easier for you--and then as you work on yours, you can pass on further advice to us. We hope that you will make your directory a personal expression of the concerns and the spirit which for you make up the struggle for social change.

Several other groups across the country have put out similar directories and their experience would also be helpful to those of you who are now planning to put together your own local directories. A list of them is included in the appendixes to this booklet.

I.

IDEAS BEHIND THE BOSTON PEOPLE'S YELLOW PAGES

A. Political Goals of the Boston People's Yellow Pages

The idea for a people's *Yellow Pages* was born in the fall of 1970. Some of us were talking with others in a political action group in Cambridge about the new culture which was emerging across the country in the form of food coops, free health clinics, cooperative garages, and a range of other new projects. We all felt it was important to divorce ourselves as much as possible from the war economy and from dependence on the system we were trying to change. Just how many of our daily needs could we meet if we were to share our skills with each other? How much of a viable counter-culture really did exist in the Boston area? Someone suggested that what we needed was an alternative to the telephone company's *Yellow Pages* directory. Those of us in the Vocations for Social Change collective soon realized that compiling such a directory would be a natural extension of our work.

As more intensive discussion of the idea took place, we began to see that a people's *Yellow Pages* could serve several purposes. One was the original idea--drawing up an outline for an alternative economic network and filling it in when such services existed for the Boston area. We hoped that this would help strengthen the new institutions which already existed and encourage the growth of additional ones. We all agreed that we were not going to do a "Street People's Guide" of where to get free or cheap services. If, for instance, there were no alternative drugstores, we didn't plan to list the best of the regular ones! We knew our alternative society would be incomplete.

We soon extended the directory to include groups working to change various institutions and patterns in society, as well as those providing specific services. This eventually provided the bulk of the directory: peace action organizations, ecology groups, prison projects, liberation groups of several kinds and many other organizations. We hoped that the *People's Yellow Pages* could be a communication link between and to these groups. It could enable people who want to get involved in the movement for social change to locate groups with whom they might want to work, and also help those of us already working on projects to get in touch with each other. Perhaps this could limit duplications of effort, contribute to the effectiveness of existing projects and help pinpoint the need for new ones.

We also hoped that the *PYP* could help create meaningful work. Folks with skills to share could offer them through the directory and some might, by charging low prices or on a sliding scale, support themselves. Those looking for involvement in political action projects would be able to locate groups with whom they might want to work on a volunteer or paid basis. (We do not list job openings in the *PYP*, but many people have found work they wanted to do by contacting groups we listed.)

As work continued on the *Yellow Pages*, we also realized that it could be an effective means of communicating concepts of social change. We have done this through our introduction, short sections we write under certain topics and our choice of quotations. The introduction to the first edition (see appendixes) expresses much of what we would like the movement for social change to embody: militant, nonviolent resistance to structures and institutions in our society which destroy and oppress and the creation and growth of alternatives which help us to begin now to develop new, more life-oriented institutions and patterns. We make no effort to hide our own questions and uncertainties--e.g., should draft resistance be advocated over acceptance of a conscientious objection classification, even though not all of us are ready yet ourselves to risk long imprisonment? should middle class folk be moving to the country leaving our less affluent sisters and brothers behind in the city to continue fighting racism and poverty? We have tried to make the directory an expression of, and vehicle for, our attempts to build a community where there can be joy and celebration side by side with outrage and struggle. We want to build a society based on sharing and cooperation. One way in which the *PYP* can nurture the growth of this new society is by spreading the concept that knowledge and information are to be shared. Most of the individuals listed with skills have offered to teach their skills to the people who call them for help. We don't copyright the directory because we want to encourage others to spread the information it contains.

B. Criteria for Listings

The criteria we use to decide whom to list and whom to leave out grow out of our outlook on social change. Any individual or group asking to be included for work which aids war-related industries or the military is

omitted. We even left out a collectively-run army surplus store because they were indirectly supporting the army in that way. We have also decided not to include groups which explicitly endorse violent methods of social change, although it has turned out that none has asked to be listed. We have also omitted any tips on ripping-off, such as printing fake credit card numbers, since we are trying to live now by the values we want our new society to embody.

When considering whether or not to list a store, we give particular attention to its internal organization: is it run by a collective or by the owner? do men and women share responsibility equally? on what criteria are salaries based and how high are they? can the store be distinguished in any way from traditionally-organized capitalist businesses? We make special efforts not to list hip capitalist shops. Since most places which ask to be considered are small and fairly new, it is difficult to base our decision on how they use their profits--most don't have any yet. They usually have modest salaries and are still paying off debts or using any extra money they make to enlarge their store. While we can't object to that, we suspect that Macy's probably started in the same way. We had to find other criteria on which to base our decision. In the end, we have been forced to make fairly subjective judgments, based on conversations with the folks in the store, as to whether or not they are out to make money. We have found ourselves listing very few stores. Although we feel particularly good about two or three which are organized for the clear purpose of raising money for a good cause--a women's peace group or southern craft cooperatives--we still have reservations about the few other shops we have included.

Since the second *PYP* was printed, a friend from a collective called Guava Jelly in Ithaca, N.Y., has told us of a project of theirs which seems particularly exciting to us. They are asking small, straight businesses in Ithaca to declare themselves non-profit cooperatives. A shop can do this by posting the salaries it would like to be paying (which can be higher than its present level) and pledge to contribute anything over that amount to a "people's community chest." They have had some success in getting stores to agree to this plan. If you wanted to try out this idea in your community, you could list cooperating stores in your directory. We plan to mention this idea in the third Boston *PYP*.

Traditional social service agencies which offer some good, and usually free, services comprise the other general area where we have difficulty finding criteria on which to base our decisions. We judge each organization separately--listing some and leaving out others. We have not been consistent and this is another area which we plan to think about much more seriously as we work on the third edition.

The strictness of the criteria you use will obviously shape your directory to a large extent. Several groups have included many more stores than we have done, feeling, we suppose, that it is better to patronize small, more personal shops, even if they are not run in alternative ways, than to support large department stores, etc. Some groups have adopted such loose criteria that we feel they have drastically reduced the political statement they could have made through a *PYP* directory. Some have become, essentially, apolitical catalogs of any service one might want, be that service provided by the army or by a radical collective. We in VSC feel that the decisions you make on what criteria to use are among the most important decisions you will make. The group discussions you will need to have on this will hopefully be as important learning and consciousness-raising experiences for you as they have been for us.

C. Types of People's Yellow Pages

Many different types of *PYP*'s have been made. Most are focused on the geographical area of a large city and its suburbs, although one series has recently come out for the whole Pacific Northwest and several in New England are planned on a state-wide basis. There is also a national directory, the *Source* catalog, put out by a group in Washington, D.C. Since this is a huge undertaking, they are putting out separate issues on different categories. Their first publication was on communications and the second will be on communities. A decision to choose an area larger than a city will affect your directory and the way you compile it in several respects. If the area is beyond a certain size, it may not be feasible to list individuals who would not be able to travel more than a limited distance to provide a service. You will also probably have to rely on the mail, rather than the telephone, for much of your information gathering. On the other hand, a state- or area-wide directory will be much more workable and useful for many places than one focused only on a city.

Some *PYP*'s have been directed at specific audiences. Some college students have expressed interest in doing a directory for their own universities and one group of students at the University of Rhode Island in Kingston has made this a part of their yearbook! A group of high school students in Springfield, Mass. and a group of college students in Worcester, Mass. have each compiled a directory for their whole city and have found it an excellent way of getting involved in the community. A group of women in Boston has put out a *Women's Yellow Pages* which is an access-type catalog for women.

D. Tone

The tone of your directory, as expressed particularly through your choice of drawings, cartoons, quotations and writing style, will determine in large part the type of audience you will reach. Our decision to choose cover photographs and drawings not primarily of freaks and our advocacy of resistance and a radical social analysis of society in language which minimizes the use of slang and worn-out rhetoric grew out of our wish to reach older, suburban people as well as the radical community, without compromising our beliefs by doing so.

II.

PUTTING TOGETHER THE BOSTON PEOPLE'S YELLOW PAGES

A. Compiling the Information

1. FINDING THE INFORMATION

The hardest thing about putting together a directory like the *PYP* is getting started. Once you know of one or two groups working in a field, they can usually tell you about other similar groups (e.g., one guerrilla theater group will probably be able to give you several other contacts in radical theater projects in your area). We had a big advantage, since Vocations for Social Change had already collected a lot of local information. This gave us many of our initial contacts. We also went through various lists of peace organizations, drug help centers, etc., which other groups had put out. Even if the lists were out-dated, they gave us valuable leads. Visitors to our VSC storefront office tell us of other groups. And when we go to a party, we frequently meet someone involved in a new project we haven't yet heard of. We become attuned to being always on the watch for new groups.

In addition to local groups, we have included several national organizations and periodicals which can be useful resources to Boston people. We have found these through lists other groups have compiled, such as the resource section in the national VSC newsletter from California. You could begin by going through the Boston *PYP* and noting any national groups we have included which you think might be of interest to people in your area. We're sure you will know of many others which should be included.

To find individuals who want to be listed, we distribute forms throughout the city--in stores, movement offices, etc. These forms

explain the idea of a *PYP*, give sample listings and ask several questions (see appendixes for sample form). The group who put out *Cascade* in the Northwest use another set of questions which should be particularly helpful queries to organizations and stores who ask to be listed: What is your name, address, phone number, hours? What does your group do, and why? How do you do it, and what are your mechanics of operation? How did you get started? Funded? What has the community response been? What are your major problems? How did your initial approach work out? Did you modify it later? In what direction would you like to go in the future? Are you open to volunteers? Apprenticeships? Could people get in touch with you and arrange a type of contracted study? Do you have a "logo"--some graphic symbol of your group to include? Comments, criticisms, suggestions...? And on the bottom of the page they add, "Feel free not to use this form at all if you think you can do a better job of telling about yourself. Send any printed material you have."

In addition to the forms we circulate, free ads inviting readers to seek listing with us have been given to us by local, liberal-oriented papers. Several radio stations have also given us free public service announcements. (All you need is non-profit status to qualify for free PSA's. Radio stations are usually eager to receive them since they have to meet a federal quota.)

Just as it's hard to get started, it can be equally difficult to know when to stop gathering information. You are never going to be able to locate all groups and individuals who might be valuable additions and we have found that the best way of discovering new projects was the publication of the first edition. After that, information began pouring in to us. Individuals (particularly in an area like Boston) and movement groups move or fold at such a quick rate that delaying publication beyond a certain length of time can make your directory out-of-date before it ever comes out. We have found that it is essential to set deadlines for ourselves--to say that by a certain date we are simply going to stop pursuing any new leads and pull together whatever we have at that point.

2. ORGANIZING THE INFORMATION

a. Systems We Find Helpful

We have found a few procedures helpful in organizing our information. We tackle the

project alphabetically, according to categories. Folders are made--one for each letter of the alphabet--and then each of us takes one letter at a time to research. For the first edition, each time one of us took a new letter she or he went to the index of the traditional *Yellow Pages* and took down the categories she or he felt needed alternatives. Under "V," she wrote down "Video," but decided that a new society didn't need "Valet Services." We supplemented these categories with others one doesn't find in the regular phone book. For the second edition we worked mainly from the categories in the first. We keep the alphabetical folders in a central place so that when any of us finds a lead in a category under another person's letter, she or he can put a note in the appropriate folder.

We learned through experience on the first edition that each listing should be on a separate sheet of paper. This makes a huge difference later when you alphabetize each listing and also expedites the typing process. Whenever a listing is complete (this means we have spoken on the phone or communicated by mail with an individual or group to verify the address, phone number and description of the program), it is marked "ready" and put in looseleaf notebooks under its appropriate alphabetized category. These notebooks can be valuable later if you wish to use the information you gather to start a local VSC information center. Other information and comments which you might not print in the directory can be included on the group's page for your office use.

b. Categories

By and large we place each listing in the category where we think people will look first to find it. The feedback we received on the first edition helped us make the categories in the second one clearer and more helpful to the user. Some topics, however, have been chosen in order to make a political point. For example, under "Liberation Struggles," we have listed the sub-categories of Black, Chicano, Chinese, Gay, Male, Native American, Puerto Rican and Women's Liberation. We have brought these together to show that we are all struggling for liberation from the same institutions and misplaced values.

c. Cross-Referencing

Cross-referencing is essential to making your directory readily usable. Obviously we had to put "See Liberation Struggles: Women" under Women's Liberation. Since we have tried, where possible, to give only one descriptive listing of each organization, cross-referencing has also been necessary to direct the reader to all groups working in a specific area whose main listings may be under other categories. We have found the best time to cross-reference the directory is after all the listings are completed and the major categories decided upon. We then go over each listing and insert all necessary cross-references in the proper alphabetical order.

d. Indexing

One of the most useful additions we made to the second edition was an alphabetical index of the name of every organization, individual and publication listed in the directory, with the page numbers on which each appears. As we work on the *Yellow Pages*, we make an index card for each entry, with the name of the group and the category under which it is listed. We alphabetize all the cards (this also points out unnecessary duplicate listings for the same group) and, after the directory has been typed and the pages numbered, we go through the cards and the typed pages and note the correct page number for the entry on each card. Finishing the index is then a simple matter of typing the alphabetized cards.

3. ACCURACY

If the *People's Yellow Pages* were to be a viable alternative to the other *Yellow Pages*--to be a dependable tool for people working for change--we realized that it had to be accurate and easily used. We check each telephone number and address by calling the person or group listed, if local, or by writing to national groups. (We have also found it is necessary to check the information on the forms we circulate--we didn't do this for the first edition where someone had listed a plumber who wasn't, as a practical joke, and the man threatened to sue us!) We later proofread our final copy several times. At the same time that we don't want to duplicate the standardized, sterile quality of the phone company directory, we have tried to maintain some uniformity in lay-out so that information can be readily located.

B. Quotations, Drawings, Essay Sections

Our main help to you here is simply the warning: Begin early to work on these sections! Start looking now for quotes, drawings and photographs you would like to use. Since most printers charge extra for photographs and half-tone drawings, we have pretty much limited ourselves so far to a photograph on the cover and to black and white drawings inside. Both times we have found it very difficult to find a photograph we all liked well enough to put on the cover. We realize now that we did a very risky thing in choosing for the first edition a copyrighted photograph which we had not requested permission to use. We were lucky enough not to get in trouble for it, but the

possible consequences are so high that we would not do it again. So search out all your photographer-friends, look through their portfolios and encourage them to take pictures for you. If you do want to use a copyrighted photograph, be sure you leave enough time to request permission to use it. (Many professional ones will be prohibitively expensive.)

You can include as many black and white, pen and ink drawings as you wish at no extra charge. We have found several friends who like to draw and who enjoy being part of the project in this way. We have also taken drawings from movement magazines who we have felt sure would be glad for us to use them. We feel, though, that it's important to give credit for them in some place in your book.

We all think of finding and selecting quotations as being one of the most enjoyable--and most heated--parts of the whole process. Shortly before typing the final copy, we have a group meeting to choose the ones we want to use. Each has to be liked by everyone in order to be included. We come to feel so strongly about certain quotes that we tend to present our favorites at strategic times during the marathon meetings and sometimes feel hurt if they aren't accepted. Some people even typed in their favorites under cover of night.

The introduction and the "blurbs" you write under certain topics (e.g., Group Child Care, Resistance, Food Cooperatives, etc.) are good ways to express your reasons for doing a *PYP*, your analysis of society, the methods of change which you support and your vision of the new society you are trying to build. You can even include instructions for how to start certain projects, such as a cooperative parent-child care group. We have also included a couple of articles written by other groups, a copy of the PRG Peace Plan and a draft of a Prisoner's Bill of Rights.

C. Typing

The Boston *PYP* is printed using photo off-set. We suspect that that is the method which you, too, will find most practical. We give the printer photo-ready copy which means that we do all the typing, lay-out, correcting, etc.

We type the *PYP* on an IBM Selectric typewriter (the kind of electric typewriter in which you can use different balls of type). We investigated typing on a composer, but have found a Selectric just as satisfactory and much easier. We rented the typewriter from IBM for a month for about $30.00. You can see the three different type-balls we have chosen. The printer photo-reduces the copy we give him (this is almost always done at no extra charge) by 20%. This means we type (using elite size type) on white bond legal size paper (8 1/2" x 14") with 1/4" margins on the sides and 1" and 1 7/8" margins on the top and bottom. This is reduced to the dimensions you find in the directory (6 1/2" x 9 1/4"). We have felt this is about the smallest print one can read easily. It is important that you use a carbon typewriter ribbon.

We type directly from our handwritten copy in the looseleaf notebooks (before typing, we integrate the essay sections, category headings and cross-references into them), interspersing quotations and drawings as we feel appropriate. We arrived at a general pattern for the lay-out of the whole directory in the beginning (two columns, different type sizes for category headings, individual listings, etc.) and then do the specific lay-out for each page as we go along. A friend who is a professional lay-out artist has helped us with the cover lay-out.

To correct typographical errors we type each wrong word over again on a separate sheet of paper and splice it into the final copy with a razor blade and cellophane tape. Ask the printer or a friend to show you how to do it. You can learn quickly. An X-acto knife and a "light board" help a lot, but you can do without them. A light-blue colored pencil (do <u>not</u> use a blue ball-point pen) isn't

picked up by the camera, so you can use it to mark errors on your final copy. Be sure to proofread after you type each page and at the very end.

Even though the typing and correcting process is long and tedious, it is fun in many ways and draws us together as we rush to meet deadlines. Cutting out all those endless corrections late into the night has made the directory much more a part of us than if we had had others do it for us. Part of what building new work and living patterns means to us is learning that we can do ourselves what we had previously depended on experts to do for us. One group of high school students in Springfield, Mass. has even done all the printing themselves.

D. Printing

We feel that an important part of putting out the *PYP* is doing it in as alternative a way as possible. This in particular has meant avoiding letting the directory be a source of profit to non-alternative groups. We have been able to do this in most cases except printing. Local movement presses we contacted for the first two editions did not use newsprint, and newsprint is by far the cheapest paper to use, cutting printing costs almost in half. We have recently found a movement press which does handle newsprint and are hoping that they will be able to do a project of such a large size. Hopefully you will be able to locate a similar group in your area.

We strongly urge you to contact printers very early. Ask for price estimates and visit them in person to be sure they understand the type of job you are asking them to do. Inquire about prices for printing different quantities, whether they charge extra for half-tone pictures, the length of time it will take them to print it, whether they can also do the collating, binding, etc.

We, as well as the New York *PYP* group, printed 5,000 copies of our first editions. In both cases they went very quickly. As a result, we printed 20,000 copies of the second edition and, with much more work on our part, it looks as though we will be almost sold out by the time the third edition goes to press. Our experience should be helpful to folks doing directories for other large cities, but quantities are apt to be very different for rural areas or for state-wide directories.

The printing cost for us was about $1000 for 5000 copies of the first edition (96 pages) and $3120 for 20,000 copies of the 128-page second edition. Since we are part of the American Friends Service Committee, we are able to use AFSC's financial backing and do not have to pay the printer in advance. While AFSC has been ready to loan us money to pay the bill, it has turned out that we have been able to sell enough copies quickly enough to pay the bills ourselves. The sponsorship of a larger, already-established organization will help you with credit for printing and for rental of a typewriter and, if it is non-profit (as are all churches and schools), will entitle you to ask for free public service announcements to publicize your work and enable you to make purchases for your program without having to pay a sales tax.

E. Our Collective Group Process

One of the values basic to Vocations for Social Change has been the belief that our group process--the way we work together, make decisions and relate to each other--is inseparable from the work we do. We are trying to be a model of an alternative institution at the same time that we foster the growth of other alternatives and social change efforts. An integral part of being such an alternative is working together as a collective. To us this has meant that all decisions are made by consensus (i.e., we will not make a decision until everyone feels comfortable with it), we

have no leader or director, both routine and challenging work is shared among all of us and women and men carry equal responsibility. We also try when possible to undertake projects with at least one other person in order to break away from the overly individualistic work patterns we see around us. Still another important component of working collectively is becoming increasingly sensitive to and supportive of each other's needs, even when these needs are not directly related to one's work situation. We are slowly breaking down the rigid distinction between work and the rest of our lives. We feel that working on a *PYP* in a collective way is essential. It will be an integral part of trying to live, yourselves, the new society we hope you will try to help build through your directory.

There is, of course, no perfect model of a collective and the struggles we go through with each other and within ourselves are all part of the process of change which makes us grow and feel alive. The *People's Yellow Pages* is one of VSC's major projects. It is also the main time during the year when we work under heavy time pressure and when we put into print some of our political views. For these reasons, compiling the *PYP* has challenged our collective process in many ways--causing both tension and cohesiveness.

We thought you might get some idea of this, if a few of us each wrote a few sentences about our group process:

Devon: As we start work on the third edition, it's our group process which I want most to work on. We have learned we can work together efficiently and put out a pretty good directory and that, with a lot of hassle and argument, we can live up to our values of making all important decisions by consensus, not having an editor, etc.--and these are accomplishments of which we can all be proud. I wish, though, that some of these long meetings could be more fun! I'd like to find ways to disagree more pleasantly--and I know I have a lot of growing to do here myself. On the other hand, my best memories, too, are of some parts of working together--the closeness that comes from working on a common project we care about deeply and the sense of accomplishment that together we can put out a directory without having had any great previous experience or skills.

Steve: Working together with Bob, Devon, Tesair, Nancy, Johanna, Lynn and Duane on the *People's Yellow Pages* was my first experience in working collectively. It really blew my mind. I found out just how disruptive egotism, especially intellectual egotism, can be in trying to make collective decisions. I didn't realize how I was oppressing people--people I really cared about--by not listening (really listening) when I disagreed and by not respecting my friends' opinions when they were different from mine. I have also found that telling my ideas to people at great length often had the effect of pushing them into a corner--that it is important for me to feel free to share my ideas with others but that I cannot expect them to accept everything I come up with as unalterable gospel, however true and important it may seem to me. Moreover, the assumption that my ideas were better than other people's ideas was false and came from a basic insecurity I felt about my worth as a person and as a member of the VSC collective. I still haven't learned these things, but I'm going to do better this time as we work on the third edition.

Johanna and Lynn: For a few of us who didn't have the time or the desire to be a part of the long meetings, one aspect of the *PYP* creation process was very important. We found it was possible to participate fully in the meetings we could attend and that our input was given equal consideration with everyone else's. Sometimes we could mediate because we hadn't been a part of a one- or two-day conflict (and didn't have a personal investment in one side or the other). For Lynn, who has two children and can only work part-time, it was frustrating not to be able to attend all of the meetings and be a part of the comraderie that comes from marathons. For Johanna, who felt the need to carry on the office and counseling services of VSC, it was a relief not to feel obligated to attend all meetings, but to be able to participate when she could.

Bob: Making decisions collectively--making sure everyone has equal say and everyone's opinion is heard and considered--is infinitely harder (for me anyway) than traditional, bureaucratic forms of top-down decision-making. However, despite the fact that decisions take longer, with additional emotional investment, I always feel good when we have made a decision. I always know that we have grappled honestly with our differences and that--with rare exceptions--no one ever feels he or she has been ripped-off. The new society we're working for is one in which we will control our lives, yet that control must be in a new, more shared manner. Collective decision-making, we feel, is a move in the right direction, toward "power to the people." Still, we must realize that we're not only breaking new ground, but we must also break out of old patterns firmly established in this society. Collective decision-making is part of our struggle for social change--and I dig it!

III.

HOW WE DISTRIBUTE, PRICE AND PUBLICIZE THE BOSTON PEOPLE'S YELLOW PAGES

A. Distribution

Since, as we have mentioned above, one of the goals of the *People's Yellow Pages* is to keep as much of out money as possible our of an economic system which perpetuates financial inequalities--we don't want the directory itself to contribute to the profits of large bookstores. For this reason, we try to distribute only through stores which agree to carry the *Yellow Pages* with no mark-up--as a service to us and to the community. Movement groups we have contacted and many stores (including some straight record and book shops), have agreed to do this. We deliver copies to them and call back periodically to see if they need more. Some places pay us immediately and put the money through their regular cash registers. Most groups, however, have preferred to keep *PYP* receipts in a separate container so that we suffer the loss from stolen copies--which, of course, seems fair to us. We distributed the entire first edition, and much of the second edition, in this way (except for mail orders and copies sold through our office).

During the winter, however, we reached a point where we realized we were not going to get rid of all 20,000 copies of the second edition at the current rate. We realized that we needed to get it into large bookstores which had refused to carry it without a commission. Since we feel that it is important to give the *PYP* as wide a circulation as possible, and partly because we are relying heavily on its sale to support our work in Vocations for Social Change, we made the compromise to let bookstores mark up the directory by 25¢. This means they are making a 25% profit on each copy. (Their standard mark-up is 40%.) We have told our regular distributors of our new decision, but almost all of them have been willing to continue carrying the *Yellow Pages* without a profit.

The system has been extremely time-consuming. We have spent hours each week checking back with stores and weaving in and out of heavy city traffic delivering more copies. This has become an on-going task since it takes almost a year to distribute all 20,000 copies. We are searching now for ways to simplify the process and will be eager to hear of any good distribution methods which you work out for your directories.

We can pass on some helpful advice: keep accurate records of each time you deliver copies, how many you leave at each place, the date and amount of money you receive. It is good to line up distribution centers in advance of publication.

B. How We Decided on a Price

When we first began work on the *PYP* we thought of asking folks to contribute whatever they thought it was worth to them. As the directory grew, however, into a 96-page book, and we realized that the printing bill was going to be about $1000, we began to wonder if we would even be able to meet costs with such anarchistic pricing. We also began to see that the *People's Yellow Pages* could be a source of financial support to VSC, since at just about that time we began to feel that it was important for the movement to find means of supporting itself--independent of large foundations, etc. This made the *PYP* an ideal means of support for VSC, and made us feel justified in asking for a donation above the printing cost. Understood from the beginning was the assumption that many would be given away and that no one would be denied a copy for lack of money. (We have given away about 30% of the second edition.) The suggested donations we arrived at were 50¢ for the first edition and 75¢ for the second. In both cases, we have asked for an extra quarter if a person wanted it mailed. After printing bills were paid, the first edition contributed a few hundred dollars toward VSC and the second edition will meet about $4000 of our budget.

C. Publicity

We send press releases to local newspapers and public service announcements to radio stations. Whenever possible we direct these to the attention of individuals we know at the paper or station. We have these ready to mail when the *PYP* comes off the press. Every few months we try to check back with the radio stations to see if they are still carrying the announcements.

Another major publicity device has been a poster which a friend silk-screened for us. We have put copies of it at various places throughout the city.

In addition to this we have sent letters, bulk rate (here again, your friendly non-profit organization has an extra cheap bulk mail permit), to college placement offices, to university and public libraries and to social service agencies, telling them about the *PYP*. We suggested to the libraries that it would be a good addition to their archives as a record of current history. We have gotten many orders through the mail from these groups.

IN CONCLUSION

A *People's Yellow Pages* is a tool for social change. Making it an increasingly effective one is a continuing process of evaluation--of its goals, uses and misuses and of our own commitment.

From the beginning, we have felt it was particularly important that it come out at regular intervals--we definitely didn't want it to be a "one-shot" undertaking. We in VSC have come to believe strongly that working for social change involves sticking with a project if it is something one feels is important. This often means working through the routine aspects of any large venture and finding new, creative potential in it--not saying, "I'm tired of it now," and going on to dabble superficially in some other cause, albeit an important one. We are confronting these feelings in ourselves as we begin work on the third edition. The excitement we felt when the first edition came back from the printer will never be duplicated to quite the same degree, but our commitment to seeing the *Yellow Pages* come out once a year as long as it is genuinely serving the movement for social change is stronger than ever. At the same time that we realize we will spend hours doing much routine work, we are also exploring ways to make the third edition a new and different expression of our concerns--through articles we might write for it, and through focusing on the theme of the "Meanings of Work."

We try continually to evaluate our work. While the Boston *PYP* has had a wide circulation in metropolitan Boston and Cambridge, particularly within the radical community and among people in their twenties who are beginning to look for meaningful work, we have not significantly reached large groups of people--high school students, less politicized people of all ages, minority groups, people in suburban areas around Boston. We are thinking more carefully about which of these groups we most want to reach, which we can reach and what vehicles we could use to get the *Yellow Pages* to them.

Some questions we try to ask ourselves often as we work on the *People's Yellow Pages* are:

--what purposes do we want the *PYP* to serve?
--whom are we trying to reach?
--is everyone playing an equal role in decision-making?
--are we following the criteria we set for deciding whom to include or are we tending to include such a broad range of groups that we are lessening the political statement we want to make?
--is the pressure of our work on the *PYP* making us insensitive to each other's needs and feelings?
--how can we make the *PYP* more easily used?
--is the tone we are setting through our choice of graphics, quotations and writing style one which will include large groups of people or tend to alienate them and make it harder for them to hear the content of what we're saying?
--in what other ways can the *PYP* more effectively express our concepts of social change?

You might find these and other questions helpful in evaluating your work as it progresses.

Putting out the *People's Yellow Pages* has been a challenging consciousness-raising process for Vocations for Social Change as an organization and for each of us as an individual. As we've worked on the directory, we've found ourselves using the work "political" over and over. The enormous changes which our own definitions of the word have undergone over the last few years have a lot to do with the *PYP* and its message. Most of us used to think of "political" in the traditional terms of taking specific action to affect the government either by working within the system (running for office, etc.) or by demonstrating against it with legal means or civil disobedience. Politics now means to us everything we do with our lives--the way we live, work, consume and relate to others. Every time we buy something in a store; turn on an electric light; pay, or refuse to pay, our taxes; fix something ourselves which previously we would have called in an "expert" to repair; we are making a political act--an act which has a direct or indirect, a life-giving or life-destroying, effect on others and, potentially, on the social system.

The *People's Yellow Pages* is one way for us to help build a community where we can live in less exploitative, more revolutionary, ways, at the same time that we take increasingly direct action to confront and change our present society. The *People's Yellow Pages* is a tool people may use to locate resources which will help them work on both the personal and the social action sides of building a non-violent revolution.

Good luck and keep in touch with us as you work on your *People's Yellow Pages*!

PEOPLE'S YELLOW PAGES LISTING FORM - 1973 EDITION

The *People's Yellow Pages* is a directory of individuals and groups who are offering their services to the community and working for social change. These people are trying to work in a new way--directing themselves toward the creation of a new community of sharing, cooperation, and interdependence and divorcing themselves as much as possible from an economic system which uses and cripples people. Most of us still rely on the system we are trying to change for our jobs and for the services we need. The *People's Yellow Pages* is a step in building a non-exploitative, alternative way to meet our daily needs. We are not interested in capitalist ventures, hip or otherwise. People will be listed who want to provide good service to the community without making an excessive income. So, let us know what you can do for and with other people. (Please answer the questions on both sides which will give an understanding of what you do and why.)

NAME_____ PHONE_____

ADDRESS_____
(zip code)

(If address and/or phone number change before November 1, 1972, please let us know immediately...)

WHAT SERVICES DO YOU PROVIDE? WHO USES YOUR SERVICES?

DO YOU CHARGE FOR YOUR SERVICES? IF SO, HOW DO YOU DETERMINE PRICES? IS THIS, OR WOULD YOU LIKE IT TO BE, THE WAY YOU MAKE YOUR LIVING?

IN WHAT WAYS IS YOUR SERVICE AN ALTERNATIVE TO THE ESTABLISHED SYSTEM, AND IN WHAT WAYS DO YOU CONTRIBUTE TO SOCIAL CHANGE?

HOW IS YOUR WORK GROUP STRUCTURED? HOW ARE SALARIES DECIDED? CONFLICTS RESOLVED? DECISIONS MADE?

HOW DOES THIS STRUCTURE AFFECT YOUR ATTITUDES TOWARD YOUR WORK, THE PEOPLE YOU WORK WITH, THE PEOPLE YOU SERVE?

This will be the third edition of the People's Yellow Pages. We are planning to have it ready by November 1, 1972, so please return this form to us immediately (by October 10, 1972 at the latest).

VOCATIONS FOR SOCIAL CHANGE
353 Broadway, Cambridge, MA 02139 661-1570

Here are some sample listings which will appear in the third edition of the People's Yellow Pages:

BICYCLES
Bicycle Repair Collective
351 Broadway, Cambridge 02139
354-9891
Working together, we provide a service to people who use bicycles. We teach, do major, minor repairs, and modifications, and promote bicycling. We do not sell bicycles!

ART
Nancy Moniz
57 Beech Glen
Roxbury 02119
445-5756
Lay-out, paste-up, lettering, design. Posters, leaflets, etc. For movement groups, just the cost of materials.

MILITARY/INDUSTRIAL COMPLEX, ANTI
New England Action Research on the Military/Industrial Complex (NEAR)
c/o AFSC
48 Inman St., Cambridge 02139
864-3150
Gathers information on local companies involved in the automated battlefield in Indochina, and then works with action groups confronting these firms. NEAR is also part of the Indochina Summer program, which is bringing anti-war materials around New England. Volunteers needed.

Write your own People's Yellow Pages blurb describing your service (please be specific and concise):

A growing number of people are expressing dissatisfaction with the jobs that they are able to get and with accepted but oppressive patterns of work. In the third edition of the *People's Yellow Pages* we want to begin exploring the meanings of work from the perspective of personal and political values. With this in mind, we would like to know how you view your work situation. (These questions are directed to you personally, not to your organization or group.)

DO YOU FEEL A CONTINUITY BETWEEN THE WORK THAT YOU DO AND OTHER ASPECTS OF YOUR LIFE? WHY OR WHY NOT?

WHY DO YOU DO THE WORK THAT YOU DO?

DO YOU HAVE ANY KIND OF PHILOSOPHICAL OR POLITICAL PERSPECTIVE ON WORK WHICH MIGHT BE HELPFUL TO PEOPLE WHO ARE DISSATISFIED WITH THEIR PRESENT WORK SITUATION?

COMMENTS:

VOCATIONS FOR SOCIAL CHANGE
353 Broadway, Cambridge, MA 02139 661-1570

INTRODUCTION TO THE FIRST EDITION OF THE
BOSTON PEOPLE'S YELLOW PAGES--APRIL 1971

Lots has happened in the past ten or so years. We've moved from surprise and outraged protest to resistance and the building of our own world.

Our world is not some groovy, swinging counter-culture, as it is sometimes made out to be. It's made up of people who don't want to cooperate any longer with a system which destroys life around the world, which is destroying the earth itself. We see that the institutions of this society propagate imperialism, racism, sexism, war. Our schools, our churches, our political-economic system--all have taught us to exploit, to manipulate, to consume, to be apart, to play stifling sex roles, to give up our dreams, to be less than we could be. The alternative culture is people who won't take it any longer, who are struggling to overcome old reactions and create new ways of living. There's lots of pain, sorrow, mistakes. Sometimes we get caught up in our own rhetoric. The old ways we've learned keep cropping up in the midst of our struggles--for instance, in the elitism, chauvinism, dishonesty and manipulation to be found in the movement. Men, for example, have learned certain ways of relating to other men and to women. It's hard even to become aware of those ways, harder still to change them. We're trying to grow in a world designed to make us smaller, to love in a world which separates us. The seeds of a different world lie in our dancing, our experiments, our loneliness, our communities, our rage, our tears, our mistakes, our laughter, our attempts to get to know ourselves and each other.

We recognize the need for careful political analysis and for action directed toward fundamentally changing the structures of our society. We want people to be aware of the destructive nature of this society and to decide how they can best relate to changing it--what they could say they are doing if confronted by the mother of a burned Vietnamese child, or of an American child being daily channeled and dulled to joylessness.

We see the growth of an alternative culture as an integral, essential part of the process of change--of change that will really be change and not a mere turnover of rulers and ideologies. For every crippling institution of this society we can build an alternative--and one day we'll be left with something more than rhetoric and the ruins of an old society. We've begun to get together--in collectives, free schools, spaces where we can live and work, sing, grow, try to live now the way we want to live "someday." These spaces can be centers of energy and strength to work for change and resist repression. In these spaces, these experiments with new ways of living, we are changing. We've got to create the world we want now. If we don't do it now, we never will. And in the end, we have only one tool for changing the society in which we live--our lives and the way we live them.

KITES...
ASIAN SYMBOLS
OF FREEDOM AND
CELEBRATION...

Vocations for Social Change

353 Broadway, Cambridge, MA 02139 (617) 661-1570

THIRD CLASS POSTAGE